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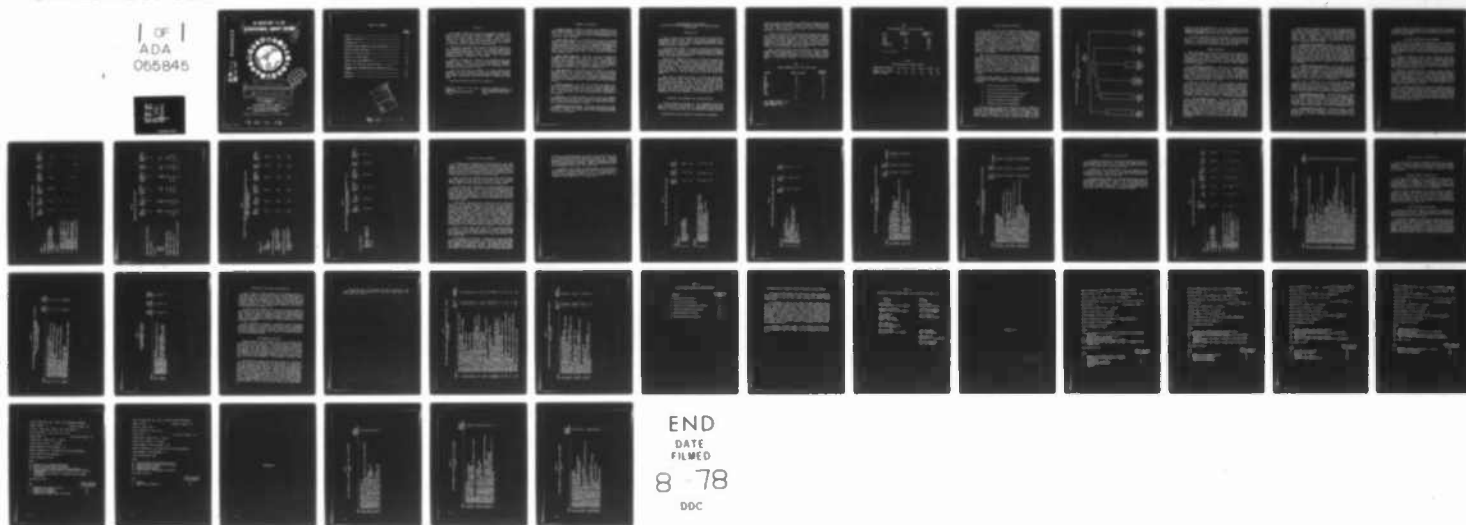
AIR FORCE OCCUPATIONAL MEASUREMENT CENTER LACKLAND A--ETC F/G 5/9  
REAL ESTATE-COST-MANAGEMENT ANALYSIS CAREER LADDER AFSCS 55430,--ETC(U)

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**OCCUPATIONAL SURVEY REPORT,**



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*Harry G. Lawrence*

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REAL ESTATE-COST-MANAGEMENT ANALYSIS CAREER LADDER  
AFSCs 55430, 55450, 55470, and 55490.

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LACKLAND AFB TEXAS 78236

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## PREFACE

This report presents the results of a detailed Air Force Occupational Survey of the Real Estate-Cost-Management Analysis career ladder (AFSCs 55430, 55450, 55470, and 55490). This project was directed by USAF Program Technical Training, Volume 2, dated February 1977. Authority for conducting specialty surveys is contained in AFR 35-2. Computer outputs from which this report was produced are available for use by operating and training officials.

The survey instrument was developed by Capt Allan Trask, Inventory Development Specialist. Mr. Harry G. Lawrence analyzed the survey data and wrote the final report. This report has been reviewed and approved by Major Walter F. Kasper, Chief, Airman Career Ladders Analysis Section, Occupational Survey Branch, USAF Occupational Measurement Center, Lackland AFB, Texas 78236.

Computer Programs for analyzing the occupational data were designed by Dr. Raymond E. Christal, Occupational and Manpower Research Division, Air Force Human Resources Laboratory (AFHRL), and were written by the Project Analysis and Programming Branch, Computational Sciences Division, AFHRL.

Copies of this report are available to air staff sections, major commands, and other interested training and management personnel upon request to the USAF Occupational Measurement Center, attention of the Chief, Occupational Survey Branch (OMY), Lackland AFB, Texas 78236.

This report has been reviewed and is approved.

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## SUMMARY OF RESULTS

1. Survey Coverage: Inventory booklets were administered to 413 career ladder incumbents during the period November 1977 to February 1978. This represents 74 percent of the 559 assigned personnel (as of July 1977). The survey sample was found to be representative of the total career ladder population.
2. Career Ladder Structure: Six major groups of jobs were identified within the career ladder. Four of these job groupings were related directly to Real Property, Cost Accounting, Industrial Engineering, and Funds Management. Smaller clusters of Supervision and Management personnel and Resident School Instructors were also identified. In general, the career ladder structure was found to be fairly heterogeneous, with very little overlap found in tasks performed between the various groups of jobs.
3. Career Ladder Progression: Generally, the jobs of 5-skill level incumbents were technical in nature and specialized according to function (Real Property, Cost Accounting, etc.). Seven-skill level incumbents were primarily technicians but also had a greater degree of supervisory and managerial responsibility. Nine-skill level incumbents were generally managers but a substantial number were found to be performing as technicians in the Industrial Engineering area.
4. AFMS Differences: Several differences were noted in the types of jobs and tasks as time in service increased. The first and second enlistment groups were primarily performing Real Property and Cost Accounting functions. However, third and subsequent enlistment period respondents were primarily performing Supervisory, Industrial Engineering, and Funds Management tasks, in addition to some Cost Accounting functions.
5. AFR 39-1 Evaluation: The AFR 39-1 specialty descriptions were found to be generally thorough and accurate. However, minor exceptions were noted in the areas of cardpunch and remote terminal operations. Tasks relating to these areas were not directly referenced at the 7- and 9-skill levels, yet were being performed by respondents in these groups.
6. STS Review: STS 554X0 provided a fairly accurate and complete description of the jobs and tasks performed by career ladder respondents. Some minor exceptions were noted in the paragraphs relating to cost accounting and real property activities.
7. Comparison to Previous Survey: Both this survey and the earlier 1974 survey reflected very similar career ladder structures and tasks performed. A contrast of the data from the two time periods reflected a very stable career ladder.

OCCUPATIONAL SURVEY REPORT  
REAL ESTATE-COST-MANAGEMENT ANALYSIS CAREER LADDER  
(AFSC 554X0)

INTRODUCTION

This is a report of an occupational survey of the Real Estate-Cost-Management Analysis career ladder (AFSC 554X0) completed by the Occupational Survey Branch, USAF Occupational Measurement Center, during May 1978. The previous occupational survey of this career ladder was completed in May 1974.

The 554X0 career ladder is a relatively small ladder containing only 559 personnel as of July 1977. In addition, a large amount of civilianization exists in the functional areas where 554X0 personnel are assigned. Overall, this career ladder has remained relatively stable since the last survey, with some minor exceptions.

Project 85-X, designed to measure the affects of elevating the Funds Management function organizationally to a position directly under the Base Civil Engineer (BCE), was ongoing during the course of data collection for the OSR. In addition, in some geographic areas a single manager concept is currently being implemented for some of the functions performed in this career ladder (primarily cost accounting). Under this concept, a single manager at a central location will have responsibility for the BCE cost accounting function for several local bases.

This report is intended to examine the 554X0 Real Estate-Cost-Management Analysis career ladder based on tasks performed by individuals in the career ladder. Topics discussed in this report include: (1) development and administration of the survey instrument; (2) the job structure found within the career ladder and how this relates to skill level and experience level groups; (3) comparisons of the job structure with current career ladder documents such as the AFR 39-1 Specialty Descriptions and Specialty Training Standard (STS); and (4) comparisons of the current findings with the previous survey.

INVENTORY DEVELOPMENT AND ADMINISTRATION

The data collection instrument for this occupational survey was USAF Job Inventory AFPT 90-554-305. The task list from the 1974 study served as the starting point for development of the new task inventory. The previous task list was revised and revalidated through

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research of career field publications and directives, personal interviews with 30 personnel at five bases (Randolph, Lackland, Sheppard, Offutt AFB's and Kingsley Field) and written reviews from 76 experienced personnel. The current survey instrument consists of 347 tasks grouped into 10 duty headings.

During the period October 1977 through February 1978, consolidated base personnel offices in operational units worldwide administered the inventory booklets to airmen holding DAFSC 554X0. Table 1 reflects the percentage distribution, by major command, of assigned personnel in the career ladder as of July 1977. Also reflected is the distribution by major command of airmen making up the final survey sample. The 413 respondents making up this final sample represents 74 percent of the 559 personnel in the career ladder.

Table 2 presents the percentage distribution by DAFSC of assigned personnel and the comparison to the survey sample. Finally, Table 3 reflects the percentage distribution of the survey sample by AFMS groups. These sampling distributions tend to verify that the survey sample is a representative sampling of the overall career ladder population.

TABLE 1  
COMMAND REPRESENTATION OF THE SURVEY SAMPLE

<u>COMMAND</u>	<u>PERCENT ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
SAC	21	24
TAC	14	15
ATC	12	11
MAC	10	12
USAFE	9	9
PACAF	9	6
AFSC	6	6
ADC	4	2
AFLC	4	3
AAC	4	5
OTHER	<u>7</u>	<u>7</u>
	100	100

TOTAL NUMBER ASSIGNED - 559  
TOTAL NUMBER SAMPLED - 413  
PERCENT SAMPLED - 74%



TABLE 2

## DAFSC REPRESENTATION OF THE SURVEY SAMPLE

<u>DAFSC</u>	<u>*PERCENT OF ASSIGNED</u>	<u>PERCENT OF SAMPLE</u>
55430	6%	5%
55450	52%	50%
55470	32%	38%
55490	10%	6%
NO RESPONSE	-	1%
	100%	100%

\* As of July 1977

TABLE 3

## TAFMS DISTRIBUTION OF SURVEY SAMPLE

<u>MONTHS TIME IN SERVICE</u>	<u>1-48</u>	<u>49-96</u>	<u>97-144</u>	<u>145-192</u>	<u>193-240</u>	<u>241+</u>
NUMBER IN FINAL SAMPLE	87	93	78	61	73	20
PERCENT OF SAMPLE	21%	22%	19%	15%	18%	5%

## CAREER LADDER STRUCTURE

A key aspect of the USAF occupational analysis program is to examine the job structure of career ladders on the basis of what people are actually doing in the field, rather than on the basis of how official career ladder documents say it is structured. This analysis of actual job structure is made possible by the Comprehensive Occupational Data Analysis Programs (CODAP). By using CODAP, jobs are identified on the basis of similarity of tasks performed and relative time spent on each task. By utilizing the job structure as a starting point, it is possible to first describe the career ladder as it presently exists and then, in turn, evaluate pertinent career ladder documents such as AFR 39-1 and the Specialty Training Standard (STS). In addition, it is possible to formulate an understanding of current utilization patterns within the career ladder.

Basic to the first step in analyzing the survey data as it pertains to the job structure within the career ladder, each individual's relative time spent ratings are converted to percent time values. This is accomplished by summing all an incumbent's ratings that are assumed to account for 100 percent of his or her time spent on the job. Each task rating is then divided by the total task responses and the quotient multiplied by 100 to obtain a relative percent time spent estimate for each task. For each job analysis, a hierarchical grouping program is used in which each individual is compared with every other individual in terms of relative percent time spent estimates for each task in the inventory.

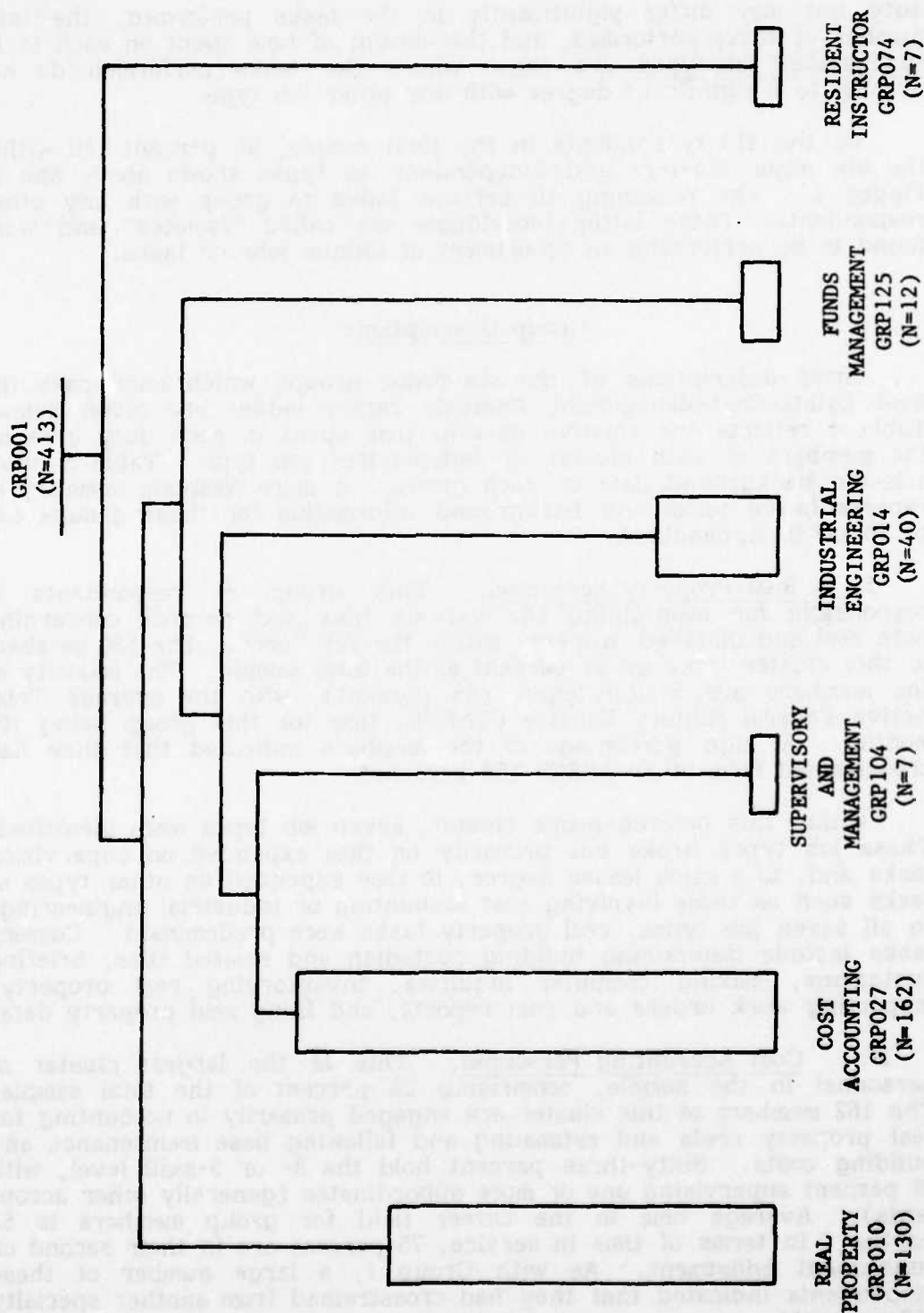
Based on task similarity, the structure of jobs performed in the Real Estate-Cost-Management Analysis career ladder was determined, and is illustrated in Figure 1. Basically, six major groups were identified as follows:

- I. Real Property Personnel (N=130)
- II. Cost Accounting Personnel (N=162)
- III. Supervisory and Management Personnel (N=7)
- IV. Industrial Engineering Personnel (N=49)
- V. Funds Management Personnel (N=12)
- VI. Resident Instructor Personnel (N=7)

The basic types of groups illustrated in the structure diagram are job types and independent job types. Clusters are made up of two or more job types that are similar to each other in some respect. Tasks performed by individuals in the same job type are relatively homogeneous and usually relate to a specific function or functions. In some cases, members in different job types perform tasks within the same

FIGURE 1

REAL ESTATE-COST-MANAGEMENT ANALYSIS CAREER LADDER STRUCTURE DIAGRAM  
AFSC 554X0



duty but may differ significantly in the tasks performed, the total number of tasks performed, and the amount of time spent on each task. Independent job types are those where the tasks performed do not overlap to a significant degree with any other job type.

Of the 413 respondents in the total sample, 90 percent fell within the six major clusters and independent job types shown above and in Figure 1. The remaining 10 percent failed to group with any other respondents. These latter individuals are called "isolates" and were found to be performing an assortment of unique jobs or tasks.

### Group Descriptions

Brief descriptions of the six major groups which encompass the Real Estate-Cost-Management Analysis career ladder are given below. Table 4 reflects the relative percent time spent in each duty area by the members of each cluster or independent job type. Table 5 gives selected background data on each group. A more complete summary of representative tasks and background information for these groups can be found in Appendix A.

I. Real Property Personnel. This group of respondents is responsible for maintaining the various files and records concerning both real and installed property within the Air Force. The 130 members of this cluster make up 21 percent of the total sample. The majority of the members are 5-skill levels (65 percent), with the average Total Active Federal Military Service (TAFMS) time for this group being 106 months. A high percentage of the members indicated that they had crosstrained from other AFSCs (58 percent).

Within this heterogeneous cluster, seven job types were identified. These job types broke out primarily on time expended on supervision tasks and, to a much lesser degree, to time expended on other types of tasks such as those involving cost accounting or industrial engineering. In all seven job types, real property tasks were predominant. Common tasks include maintaining building custodian and related files, briefing custodians, making computer inquiries, inventorying real property, inspecting work orders and cost reports, and filing real property data.

II. Cost Accounting Personnel. This is the largest cluster of personnel in the sample, comprising 26 percent of the total sample. The 162 members of this cluster are engaged primarily in accounting for real property costs and estimating and following base maintenance and building costs. Sixty-three percent hold the 3- or 5-skill level, with 39 percent supervising one or more subordinates (generally other accountants). Average time in the career field for group members is 52 months. In terms of time in service, 75 percent are in their second or subsequent enlistment. As with Group I, a large number of these respondents indicated that they had crosstrained from another specialty (58 percent).

In this cluster, the members separated into six job types based on the degree of time expended on supervisory tasks, BEAMS accounting, and manual accounting methods. Common tasks performed by these groups related to performing and operating cardpunches and remote terminal inputs; assigning and verifying various codes; evaluating BEAMS products; editing, creating, and summarizing Base Civil Engineer (BCE) and associated listings; researching reports; and examining and monitoring forms and listings.

III. Supervisory and Management Personnel. This small group of seven respondents are generally 7-skill level personnel who spend 76 percent of their job time on supervisory and training duties. Very little of their time is spent in the technical duties of this career ladder. Other groups with some supervisory tasks were also identified within specific clusters; however, those respondents spent more time on technical tasks than time on supervisory related tasks. Common tasks performed by this group include establishing performance standards or organizational policies and procedures; writing APRs; counselling personnel; planning or scheduling work assignments; and directing and conducting training.

IV. Industrial Engineering Personnel. This group of NCOs primarily conduct special industrial engineering studies and other projects for the Base Civil Engineer (BCE) or Chief of Industrial Engineering. All members are assigned to Industrial Engineering work areas, with 77 percent of the members indicating assignment to either Industrial Engineering Quality Control or Industrial Engineering Management Analysis activities. With an average paygrade of 6.2, 35 percent are supervisors, and 88 percent hold a 7- or 9-skill level.

This cluster is composed of two similar job types differentiated primarily by the amount of time spent on supervisory tasks. Tasks commonly performed by members of this cluster include: evaluating BEAMS products; gathering, organizing, or evaluating analyses; processing and executing requests for BEAMS or BLIS products; discussing or conducting studies; and reviewing data automation reports.

V. Funds Management Personnel. This small group of 12 personnel are charged with managing Base and Base Civil Engineer (BCE) funds. Average grade of the members is 5.2, with most holding the 5- or 7-skill level. Twenty-five percent are supervisors. Tasks commonly performed by this group include: reviewing expenditures, preparing financial plans, reviewing supply data, analyzing expenses reports, reviewing reimbursement programs, and preparing budget presentations.

VI. Resident Instructor Personnel. This small group of seven personnel are primarily instructors at the resident technical school at Sheppard AFB. The group averages 65 months in the DAFSC and 77 months in the career field. All members of the group hold the 7-skill level DAFSC.

Tasks commonly performed by this group include: conducting classroom training, working with classes of students, preparing curriculum materials, evaluating students, administering and scoring tests, and acting as training advisor.

#### Job Satisfaction Among Cluster Members

Table 6 reflects the relative job satisfaction of cluster members in each of the six groups identified and discussed above. As shown, the instructors showed a much lower job interest than the other cluster groups, with only 43 percent of the members finding the job interesting. Funds Management personnel showed the highest job interest of all the groups, with 84 percent of these members indicating that their job is interesting.

In terms of utilization of talents, both the Instructors and Industrial Engineering personnel reflected lower perceptions than other cluster members. Approximately 42 percent of both groups felt that their talents were not being utilized at all or very little. Again, Funds Management personnel reflected the highest perception regarding use of their talents, with 92 percent of these members indicating that their talents were being effectively utilized.

Utilization of training perceptions reflected similar findings to those regarding utilization of talents. Industrial Engineering personnel and Instructors again reflected lower felt utilization of their training compared to other groups. But in addition, the small group of Supervisors and Management personnel also reflected low utilization of their training. Funds Management personnel, Real Property personnel, and Cost Accounting personnel all reflected a fairly high degree of satisfaction with utilization of their training.

Table 7 reflects reenlistment intentions of the members of the six groups. Funds Management personnel indicated a strong preference to reenlist, with 83 percent of these members indicating yes or probably yes. The other groups reflected similar percentages of personnel who planned to reenlist. Surprisingly, the Instructors reflected a high intent to reenlist (71 percent indicating yes) despite the fact that their job interest was lower and their perceptions of the utilization of their talents and training were also low.



TABLE 4

## RELATIVE PERCENT TIME SPENT BY CLUSTERS

DUTIES	REAL PROPERTY (N=130)	COST ACCOUNTING (N=162)	SUPERVISORY AND MGMT (N=7)	INDUSTRIAL ENGINEERING (N=49)	FUNDS MGMT (N=12)	RESIDENT INSTRUCTORS (N=7)
<u>SUPERVISORY</u>						
A ORGANIZING AND PLANNING	5	-	20	-	11	-
B DIRECTING AND IMPLEMENTING	8	12	28	13	10	8
C INSPECTING AND EVALUATING	4	5	14	10	-	-
D TRAINING	-	5	14	-	-	78
<u>TECHNICAL</u>						
E PERFORMING COST ACCOUNTING DUTIES COMMON TO ALL SYSTEMS	-	28	-	-	-	-
F PERFORMING COST ACCOUNTING DUTIES USING MANUAL SYSTEM	-	-	-	-	-	-
G PERFORMING COST ACCOUNTING DUTIES USING BEAMS	-	40	-	-	-	5
H PERFORMING REAL PROPERTY DUTIES	72	-	11	-	-	-
I PERFORMING INDUSTRIAL ENGINEERING (IE) DUTIES	-	-	-	61	-	-
J PERFORMING FUNDS MANAGEMENT DUTIES	-	-	-	-	60	-



TABLE 5

## BACKGROUND DATA FOR CLUSTER GROUPS

	REAL PROPERTY (N=130)	COST ACCOUNTING (N=162)	SUPERVISORY AND MGMT (N=7)	INDUSTRIAL ENGINEERING (N=49)	FUNDS MGMT (N=12)	RESIDENT INSTRUCTOR (N=7)
AVERAGE NUMBER OF TASKS PERFORMED	67	44	61	48	44	22
AVERAGE PAYGRADE	4.7	4.9	6.7	6.2	5.2	5.7
DUTY AFSC						
55430	6%	7%	-	-	-	-
55450	65%	56%	14%	12%	42%	100%
55470	29%	29%	86%	69%	58%	-
55490	-	8%	-	19%	-	-
PERCENT MEMBERS SUPERVISING	25%	39%	92%	35%	25%	29%
AVERAGE TIME IN CAREER FIELD	51 MOS	52 MOS	106 MOS	86 MOS	70 MOS	77 MOS
AVERAGE TIME IN SERVICE	106 MOS	107 MOS	212 MOS	176 MOS	120 MOS	167 MOS
PERCENT OF MEMBERS IN FIRST ENLISTMENT	28%	25%	-	2%	17%	-

TABLE 6

EXPRESSION OF JOB INTEREST AND PERCEIVED UTILIZATION OF TALENTS AND TRAINING  
BY CLUSTERS AND INDEPENDENT JOB TYPES  
PERCENT MEMBERS PERFORMING

	REAL PROPERTY (N=130)	COST ACCOUNTING (N=162)	SUPERVISORY AND MGMT (N=7)	INDUSTRIAL ENGINEERING (N=49)	FUNDS MGMT (N=12)	RESIDENT INSTRUCTORS (N=7)
<u>I FIND MY JOB:</u>						
DULL	14	17	14	27	8	14
SO-SO	14	17	14	10	8	43
INTERESTING	71	66	72	63	84	43
NO REPLY	1	-	-	-	-	-
<u>MY JOB UTILIZES MY TALENTS:</u>						
NOT AT ALL OR VERY LITTLE	24	31	29	41	8	43
FAIRLY WELL OR BETTER	75	69	71	59	92	57
NO REPLY	1	-	-	-	-	-
<u>MY JOB UTILIZES MY TRAINING:</u>						
NOT AT ALL OR VERY LITTLE	25	27	43	45	25	43
FAIRLY WELL OR BETTER	74	72	57	55	75	57
NO REPLY	1	1	-	-	-	-

TABLE 7

REENLISTMENT INTENTIONS DATA BY CLUSTERS AND INDEPENDENT JOB TYPES  
(PERCENT MEMBERS RESPONDING)

	REAL PROPERTY (N=130)	COST ACCOUNTING (N=162)	SUPERVISORY AND NGMT (N=7)	INDUSTRIAL ENGINEERING (N=49)	FUNDS MGMT (N=12)	RESIDENT INSTRUCTORS (N=7)
I PLAN TO REENLIST:						
NO	25	19	29	31	8	14
UNCERTAIN, PROBABLY NO	10	12	-	6	8	14
UNCERTAIN, PROBABLY YES	15	19	14	12	25	-
YES	46	49	43	49	58	71
NO REPLY	4	1	14	2	1	1

I PLAN TO REENLIST:

NO  
UNCERTAIN, PROBABLY NO  
UNCERTAIN, PROBABLY YES  
YES  
NO REPLY

## ANALYSIS OF DAIFSC GROUPS

In conjunction with identifying the job structure of the career ladder, it is important to examine skill level differences of career ladder members and to relate these differences back to the job structure. In addition, this information can be compared to career ladder documents such as the AFR 39-1 Specialty Descriptions and the Specialty Training Standard (STS) so as to determine the accuracy of these documents in terms of what personnel are actually doing in the field.

Table 8 reflects the relative percent time spent by the various skill level groups across the duty areas listed in the job inventory. Table 9 reflects the work areas of the skill level groups. Appendix B provides tables reflecting representative tasks at each skill level.

At the 5-skill level, respondents are primarily involved with cost accounting (40 percent of the job time) and real property (33 percent of the job time) activities. Only 21 percent of these respondents indicated that they were supervisors. Common tasks were related to performing cardpunch operations, operating remote terminals, evaluating BEAMS products, making inquiries into cost accounting subsystem files using remote terminals, maintaining building custodian files, and inventorying real property.

Career ladder respondents at the 7-skill level spent 21 percent of their job time on cost accounting and 18 percent on real property activities. An additional 16 percent of their time was spent on industrial engineering functions. Supervision functions consumed another 39 percent of their time. In general, 7-skill level respondents are performing some technical tasks but supervisory tasks are taking more of their time. Respondents are assigned across all duty positions except that of Chief, Industrial Engineering (See Table 9). Common tasks include interpreting policies, directives, or procedures; evaluating BEAMS products and changes to data bases; researching AFM 300-4, Data Elements and Codes, for changes to cost account codes; making inquiries into cost accounting files using remote terminals; and counseling personnel on job oriented, personal problems or human relations.

Table 10 reflects those tasks which show the greatest difference between the 5- and 7-skill level groups. As shown, technical tasks were being performed by higher percentages of 5-skill level personnel while supervision tasks were performed by higher percentages of the 7-skill level group.

At the 9-skill level, 22 percent of the job time is spent performing Industrial Engineering (IE) duties. An additional 19 percent of their time is spent on cost accounting functions. The major duty position for these members (See Table 9) is as Chief, Cost Accounting and Industrial Engineering Management Analysis. Management tasks include establishing or improving section work methods; evaluating management

procedures; interpreting policies, directives, or procedures; and directing or implementing industrial engineering analyses, cost accounting operations or procedures, and BEAMS program operations. Industrial engineering tasks include performing IE analyses and gathering, organizing, or evaluating facts in IE studies. Table 11 lists those tasks which best differentiate between the 7- and 9-skill levels.

In summary, career ladder progression moves from the areas of real property and cost accounting at the 5-skill level to cost accounting and industrial engineering functions at the 7- or 9-skill levels. In addition, funds management functions tend to be performed more at the 7-skill level rather than at the 5- or 9-skill levels.

TABLE 8

## RELATIVE PERCENT TIME SPENT ON DUTIES BY DAFSC GROUPS

DUTY	DAFSC 55450 (N=205)	DAFSC 55470 (N=158)	DAFSC 55490 (N=26)
<u>SUPERVISORY</u>			
A ORGANIZING AND PLANNING	5	7	12
B DIRECTING AND IMPLEMENTING	9	15	24
C INSPECTING AND EVALUATING	4	8	13
D TRAINING	3	9	7
	<u>21</u>	<u>39</u>	<u>56</u>
<u>TECHNICAL</u>			
E PERFORMING COST ACCOUNTING DUTIES COMMON TO SYSTEMS	16	10	9
F PERFORMING COST ACCOUNTING DUTIES USING MANUAL SYSTEM	3	1	-
G PERFORM COST ACCOUNTING DUTIES USING BEAMS	21	10	10
H PERFORMING REAL PROPERTY DUTIES	33	19	-
I PERFORMING INDUSTRIAL ENGINEERING (IE) DUTIES	3	16	22
J PERFORMING FUNDS MANAGEMENT DUTIES	3	5	3
	<u>79</u>	<u>61</u>	<u>44</u>

TABLE 9

## PERCENT MEMBERS PERFORMING IN WORK AREAS BY DAFSC GROUPS

WORK AREA	DAFSC 55450 (N=205)	DAFSC 55470 (N=152)	DAFSC 55490 (N=26)
1. CHIEF, COST ACCOUNTING	3	16	46
2. CHIEF, INDUSTRIAL ENGINEERING	1	-	8
3. COST ACCOUNTING	42	13	-
4. FUND MANAGEMENT/BUDGET	5	10	4
5. INDUSTRIAL ENGINEERING MANAGEMENT ANALYSIS	2	17	23
6. INDUSTRIAL ENGINEERING QUALITY CONTROL	2	3	-
7. REAL PROPERTY	38	16	-
8. REAL PROPERTY OFFICER	3	6	-
9. OTHER	4	19	19



TABLE 10

TASKS WHICH MOST CLEARLY DISTINGUISH BETWEEN DAFSC 55450 AND 55470 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 55450 (N=205)		DAFSC 55470 (N=158)		DIFFERENCE
E13 PERFORM CARDPUNCH OPERATIONS	61		33		+28
G7 INPUT DAILY LABOR FOR ATA CENTERS	44		19		+25
G3 EDIT BCE DAILY WORK SCHEDULE FORMS (AF FORM 1734)	42		19		+23
G11 PERFORM LABOR UPDATES USING REMOTE TERMINALS	45		23		+22
B18 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	38		68		-30
C11 EVALUATE INSPECTOR GENERAL (IG), AUDIT, OR GENERAL ACCOUNTING OFFICE REPORTS	15		44		-29
B3 COUNSEL PERSONNEL ON JOB ORIENTED PROBLEMS	22		50		-28
C15 WRITE AIRMAN PERFORMANCE REPORTS (APR)	12		37		-25
C4 EVALUATE CHANGES TO DATA BASES	20		45		-25
B4 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR HUMAN RELATIONS	19		43		-24
D19 MAINTAIN TRAINING RECORDS	14		35		-21

TABLE 11

TASKS WHICH MOST CLEARLY DISTINGUISH BETWEEN DAFSC 55470 AND 55490 PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 55470 (N=158)	DAFSC 55490 (N=22)	DIFFERENCE
A16 PLAN OR SCHEDULE WORK ASSIGNMENTS	28	77	-49
C15 WRITE AIRMAN PERFORMANCE REPORTS	37	77	-40
C12 EVALUATE MANAGEMENT PROCEDURES	28	65	-37
B22 SUPERVISE CIVILIAN PERSONNEL	28	65	-37
C6 EVALUATE INDIVIDUALS FOR DISCIPLINARY ACTION, AWARDS, OR RECLASSIFICATION	28	65	-37
C16 WRITE CIVILIAN PERFORMANCE RATINGS OR SUPERVISORS APPRAISALS	22	58	-36
B17 INITIATE PERSONNEL ACTION REQUESTS	20	54	-34
B4 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR HUMAN RELATIONS	43	77	-34
A15 PLAN OR PREPARE BRIEFINGS	36	69	-33
A13 ESTABLISH OR UPDATE ORGANIZATIONAL POLICIES, OFFICE INSTRUCTION (OI), OR STANDING HUMAN RELATIONS	41	73	-32
C7 EVALUATE JOB DESCRIPTIONS OF SUBORDINATES	26	58	-32
B24 SUPERVISE REAL ESTATE-COST-MANAGEMENT ANALYSIS TECHNICIANS (AFSC 55470)	15	46	-31
B3 COUNSEL PERSONNEL ON JOB ORIENTED PROBLEMS	50	81	-31
C14 SELECT INDIVIDUALS FOR SPECIALIZED TRAINING	12	42	-30
B8 DIRECT OR IMPLEMENT COST ACCOUNTING	39	69	-30
D3 ASSESS TRAINING REQUIREMENTS	28	58	-30
A17 PLAN SAFETY OR SECURITY PROCEDURES	16	46	-30

## ANALYSIS OF AFMS GROUPS

An analysis was also made comparing job differences among individuals grouped by time in service. Conclusions very similar to those for DAFSC groups were noted. Table 12 reflects the relative percent time spent on the duties across each enlistment group.

In looking at the job performance of first job assignment airmen (8-36 months AFMS), most of their tasks involved real property or cost accounting functions. Table 13 lists those tasks which are performed by 30 percent or more of these respondents.

Second-enlistment personnel were also performing similar tasks and spending about the same relative percent time on the various duties as first-enlistment respondents. However, the third-enlistment group spent much less time on real property functions while time spent on supervision, industrial engineering, and funds management functions was greater than for first and second enlistment personnel.

TABLE 12

## RELATIVE PERCENT TIME SPENT ON DUTIES BY AFMS GROUPS

DUTY	FIRST JOB 8-36 MOS AFMS (N=50)	MONTHS AFMS					241+ (N=20)
		1-48 (N=87)	49-96 (N=93)	97-144 (N=78)	145-192 (N=61)	193-240 (N=73)	
<u>SUPERVISORY</u>							
A ORGANIZING AND PLANNING	5	4	3	6	9	8	12
B DIRECTING AND IMPLEMENTING	10	8	9	14	16	16	19
C INSPECTING AND EVALUATING	3	3	4	5	9	10	9
D TRAINING	3	3	2	9	6	9	8
<u>TECHNICAL</u>							
E PERFORMING COST ACCOUNTING DUTIES COMMON TO ALL SYSTEMS	18	16	16	16	11	8	6
F PERFORMING COST ACCOUNTING DUTIES USING MANUAL SYSTEM	4	4	4	1	-	-	2
G PERFORM COST ACCOUNTING DUTIES USING BEAMS	27	23	21	18	11	8	5
H PERFORMING REAL PROPERTY DUTIES	23	33	34	16	22	22	8
I PERFORMING INDUSTRIAL ENGINEERING (IE) DUTIES	4	3	5	10	11	15	25
J PERFORMING FUNDS MANAGEMENT DUTIES	3	3	2	5	5	4	6

TABLE 13

TASKS PERFORMED BY 30 PERCENT OR MORE OF FIRST JOB ASSIGNMENT PERSONNEL  
(8-36 MONTHS TAFMS)

TASKS	PERCENT PERFORMING
E13 PERFORM CARDPUNCH OPERATIONS	66
G10 MAKE INQUIRIES INTO COST ACCOUNTING SUBSYSTEM FILES USING REMOTE TERMINALS	60
G7 INPUT DAILY LABOR FOR ATA CENTERS	58
G11 PERFORM LABOR UPDATES USING REMOTE TERMINALS	58
C3 EVALUATE BEAMS PRODUCTS	54
E1 ASSIGN OR VERIFY COST ACCOUNT CODES	54
G3 EDIT BCE DAILY WORK SCHEDULE FORMS (AF FORM 1734)	48
G22 UPDATE LABOR SUMMARY FILES (LSF)	46
E18 RESEARCH AFM 300-4, DATA ELEMENTS AND CODES, FOR CHANGES TO COST ACCOUNT CODES	42
G23 UPDATE COST ACCOUNT FILES (CAO)	40
E9 EXAMINE AND CORRECT ERRORS IN COST REPORTS	40
B12 ESTABLISH OR IMPROVE SECTION WORK METHODS	36
H25 INVENTORY REAL PROPERTY INSTALLED EQUIPMENT (RPIE)	36
E20 UPDATE WORK UNIT QUANTITIES FOR BCE COST REPORTS	36
G24 UPDATE COST ACCOUNTING REFERENCE FILES (CAR)	34
E7 COMPLETE CERTIFICATE OF COST INCURRED FORMS (AF FORM 648)	34
E2 ASSIGN REIMBURSEMENT/REFUND INDICATOR (RRI) CODES TO WORK ORDERS	34
E10 EXAMINE OR MONITOR BCE MATERIAL LISTS FOR REVIEW OR RECYCLING OF MATERIAL TRANSACTIONS	34
H24 INVENTORY BASE REAL PROPERTY FACILITIES	34
E5 COLLECT NON-BCE COSTS IN SUPPORT OF CE ACTIVITIES	34
G20 SUMMARIZE DATA ON BCE DAILY WORK SCHEDULE FORMS (AF FORM 1734)	32
B6 DIRECT MAINTENANCE OF ADMINISTRATIVE FILES	32
G29 UPDATE WORK ORDER SHOP FILES (WCN)	32
E11 FORWARD MONTHLY UTILITIES ESTIMATES TO AFO	30
B20 SET UP ADMINISTRATIVE FILES	30
H27 MAINTAIN BUILDING CUSTODIAN FILES	30
H46 PERFORM FILE MAINTENANCE ON REAL PROPERTY SUBSYSTEM FILES USING REMOTE TERMINALS	30
E12 MAINTAIN CONTRACT COSTS WORK ORDER FILES	30

## CAREER LADDER DOCUMENTATION

This section of the report is concerned with official career ladder documents--the Specialty Training Standard and the AFR 39-1 Specialty Descriptions. These documents were compared to survey data, and the results may be used by career ladder managers to update or modify these documents.

### Specialty Training Standard (STS)

STS 554X0, dated October 1977, was compared to survey results. In order to make this comparison, each task in the Job Inventory was cross-referenced to a paragraph or subparagraph of the STS. This cross-referencing was accomplished by an experienced subject matter specialist who was TDY to Lackland AFB to participate in constructing Specialty Knowledge Tests (SKT's) for this career ladder.

Overall, the STS was found to be a fairly accurate and complete document. However, some minor exceptions were noted. Table 14 reflects those tasks not cross-referenced to the STS which were performed by 20 percent or more of either the 5- or 7-skill level personnel. These tasks generally related to specific cost accounting and real property activities. These tasks should be reviewed for possible inclusion in future revisions of the STS.

### AFR 39-1 Specialty Descriptions

Survey results were also compared to the AFR 39-1 Specialty Descriptions, dated 1 June 1977. These descriptions are intended to provide a broad overview of the duties and tasks required of the various skill level personnel in the career ladder.

In general, the specialty descriptions were thorough and accurate at each skill level. However, minor exceptions were noted in the areas of cardpunch and remote terminal operations. These tasks were performed by personnel in all skill levels but were not specifically referenced in the specialty descriptions. Table 15 reflects the percent members performing related tasks at each of the skill levels. These data suggest that more specific mention of cardpunch and remote terminal operations should be given in both the 7- and 9-skill level descriptions.

TABLE 14

TASKS NOT REFERENCED TO THE STS BUT WHICH ARE PERFORMED BY 20 PERCENT OR MORE OF 5- OR 7-SKILL LEVEL PERSONNEL  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 55450 (N=205)	DAFSC 55470 (N=158)
E3 COLLECT BASE POPULATION DATA FOR COST REPORTS	22	13
E8 COORDINATE CORRECTIONS TO BCE COST REPORTS (HAF PRE (SA)-7101) WITH ACCOUNTING AND FINANCE OFFICE (AFO)	26	27
E10 EXAMINE OR MONITOR BCE MATERIAL LISTS FOR REVIEW OR RECYCLING OF MATERIAL TRANSACTIONS	27	24
E19 REVIEW MILITARY FAMILY HOUSING COST REPORTS FOR ACCURACY (HAF PRE (SA)-7102)	28	37
G6 FORWARD CURRENT MONTH COST REPORTS TO AFO FOR CONSTRUCTION- IN-PROGRESS COSTS	16	20
G16 REVIEW OR EDIT MATERIAL REJECT CARDS	14	24
G29 UPDATE WORK ORDER SHOP FILES (WCN)	24	18
H1 ADVISE BCE OR OTHER PERSONNEL OF NEGOTIATIONS FOR REAL PROPERTY	17	22



TABLE 15

TASKS NOT REFERENCED IN AFR 39-1  
(PERCENT MEMBERS PERFORMING)

TASKS	DAFSC 55450 (N=205)	DAFSC 55470 (N=158)	DAFSC 55490 (N=26)
E13 PERFORM CARDPUNCH OPERATIONS	61	33	23
G10 MAKE INQUIRIES INTO COST ACCOUNTING SUBSYSTEM FILES USING REMOTE TERMINALS	51	42	50
G11 PERFORM LABOR UPDATES USING REMOTE TERMINALS	50	45	23
H8 CARDPUNCH UPDATES TO REAL PROPERTY INVENTORIES IN BEAMS	20	9	0
H44 MAKE INQUIRIES INTO REAL PROPERTY SUBSYSTEM FILES USING REMOTE TERMINALS	39	23	0

## ANALYSIS OF TASK AND JOB DIFFICULTY

From a listing of airmen identified for the 554X0 job survey, 76 incumbents at the 7- and 9-skill levels from various commands and locations were selected to rate task difficulty. Tasks were rated on a nine-point scale from extremely low to extremely high difficulty, with difficulty defined as the length of time it takes to an average incumbent to learn to do the task. Interrater agreement among the 76 raters who returned booklets was .96. Ratings were adjusted so that tasks of average difficulty have ratings of 5.00.

A listing of representative tasks rated above average in difficulty is given in Table 16. Generally, the tasks rated most difficult are those relating to financial or budget requirements, preparing financial plans, directing industrial engineering studies, and some supervisory tasks such as advising on funds management, budget, or financial plans, and directing funds management, industrial engineering, or cost accounting procedures.

Table 17 provides a listing of representative tasks rated below average in difficulty. These tasks are generally related to completing forms and reports, using remote terminals or cardpunches, and performing such supervisory tasks as assigning sponsors, scheduling leaves or passes, assigning personnel to duty positions, preparing requisitions, and initiating personnel actions.

### Job Difficulty Index (JDI)

Having computed the task difficulty index for each inventory item, it is possible to also compute the Job Difficulty Index (JDI) for groups identified in the survey analysis. This index provides a relative measure of which jobs, when compared to other jobs identified, are more or less difficult. The JDI is based on an equation using number of tasks performed and the average difficulty per unit time spent. The indices are adjusted so that the average job difficulty index is 13.00. The JDI was computed for the job groups identified in the career ladder structure and several major subgroups. This information is listed in Table 18.

Two findings are evident from the data in Table 18. The first is that there is not much difference in the difficulty of the various jobs. The cost accounting job is rated as the least difficult. An analysis of the tasks making up these jobs shows that the tasks performed by job incumbents are rated below average in difficulty and the average difficulty per unit time spent is also low. These jobs are probably appropriate entry level jobs. The second finding is that funds management and supervision and management jobs are rated above average in difficulty. The tasks making up these jobs are rated as highly difficult and the average difficulty per unit time spent is also high. As shown in the background table for these clusters (Table 5), the members are generally senior in time in the service and time in the career ladder.

The average JDI of the instructor job may be attributed to the small number of tasks performed by instructors, rather than to the tasks being less difficult.

TASKS RATED ABOVE AVERAGE IN DIFFICULTY PERFORMED BY MORE THAN 25 PERCENT OF THE TOTAL SAMPLE

TASKS	DIFFICULTY INDEX	PERCENT PERFORMING
G1 ASSIST FUNDS MANAGER OR INDUSTRIAL ENGINEER IN SHOP RATE COSTS FOR ACTUAL TIME ACCOUNTING (ATA) COST CENTERS	6.02	25
B8 DIRECT OR IMPLEMENT COST ACCOUNTING OPERATIONS OR PROCEDURES	6.02	33
C4 EVALUATE CHANGES TO DATA BASES	5.87	31
B11 DIRECT OR IMPLEMENT REAL PROPERTY OPERATIONS	5.86	26
C3 EVALUATE BEAMS PRODUCTS	5.73	60
B7 DIRECT OR IMPLEMENT BEAMS PROGRAM OPERATIONS	5.67	36
A15 PLAN OR PREPARE BRIEFINGS	5.55	31
A2 ADVISE BCE ON COST ACCOUNTING DATA OR REPORTS	5.49	29
A1 ADVISE BASE CIVIL ENGINEER (BCE) ON BASE ENGINEERING AUTOMATED MANAGEMENT SYSTEM (BEAMS) OR DATA AUTOMATION STATUS		
A13 ESTABLISH OR UPDATE ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	5.43	28
B18 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	5.42	37
E9 EXAMINE AND CORRECT ERRORS IN COST REPORTS	5.41	51
C11 EVALUATE INSPECTOR GENERAL (IG), AUDIT, OR GENERAL ACCOUNTING OFFICE REPORTS	5.40	35
B2 CONDUCT STAFF MEETINGS OR MANAGEMENT REVIEW MEETINGS	5.30	29
C15 WRITE AIRMAN PERFORMANCE REPORTS (APR)	5.29	51
H6 AUDIT REAL PROPERTY PRODUCTS	5.19	25
H58 PREPARE OR PROCESS REAL PROPERTY VOUCHER FORMS (AF FORM 1441)	5.18	28
B4 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR HUMAN RELATIONS	5.16	26
E8 COORDINATE CORRECTIONS TO BCE COST REPORTS (HAF PRE (SA)-7101) WITH ACCOUNTING AND FINANCE OFFICE (AFO)	5.16	31
E19 REVIEW MILITARY FAMILY HOUSING COST REPORTS FOR ACCURACY (HAF PRE (SA)-7102)	5.14	26
H13 EXTRACT DATA FROM TRANSFER AND ACCEPTANCE OF MILITARY REAL PROPERTY FORMS (DD FORM 1354)	5.13	32
H2 ANALYZE COMPLETED WORK ORDERS TO DETERMINE CAPITALIZED VERSUS EXPENSED COSTS	5.12	25
G4 EDIT BCE INTEGRATED TRANSACTION LISTING OR COORDINATE CORRECTIONS WITH AFO	5.12	29
B14 IMPLEMENT CORRECTIVE ACTIONS OR REPORTS OF AUDIT	5.07	27
	5.03	34

TABLE 17

TASKS RATED BELOW AVERAGE IN DIFFICULTY PERFORMED BY MORE THAN 30 PERCENT  
OF TOTAL SAMPLE

TASKS	DIFFICULTY INDEX	PERCENT PERFORMING
B3 COUNSEL PERSONNEL ON JOB ORIENTED PROBLEMS	4.85	36
B15 IMPLEMENT FOLLOW UP ACTIONS ON INSPECTION REPORTS	4.75	36
E2 ASSIGN REIMBURSEMENT/REFUND INDICATOR (RRI) CODES TO WORK ORDERS	4.40	34
E1 ASSIGN OR VERIFY COST ACCOUNT CODES	4.27	46
H25 INVENTORY REAL PROPERTY INSTALLED EQUIPMENT (RPIE)	4.05	34
E18 RESEARCH AFM 300-4, DATA ELEMENTS AND CODES, FOR CHANGES TO COST ACCOUNT CODES	3.86	45
G3 EDIT BCE DAILY WORK SCHEDULE FORMS (AF FORM 1734)	3.86	33
G23 UPDATE COST ACCOUNT FILES (CAO)	3.79	31
D12 DEMONSTRATE HOW TO LOCATE TECHNICAL INFORMATION	3.66	31
H44 MAKE INQUIRIES INTO REAL PROPERTY SUBSYSTEM FILES USING REMOTE TERMINALS	3.52	31
G7 INPUT DAILY LABOR FOR ATA CENTERS	3.25	33
E13 PERFORM CARDPUNCH OPERATIONS	3.13	48
G11 PERFORM LABOR UPDATES USING REMOTE TERMINALS	3.11	35
G10 MAKE INQUIRIES INTO COST ACCOUNTING SUBSYSTEM FILES USING REMOTE TERMINALS	3.03	48

TABLE 18

## JOB DIFFICULTY INDICES FOR CLUSTER GROUPS

<u>GROUPS</u>	<u>JOB DIFFICULTY INDEX</u>
I. Real Property Personnel	14.0
II. Cost Accounting Personnel	11.7
III. Supervisory and Management Personnel	16.1
IV. Industrial Engineering Personnel	15.7
V. Funds Management Personnel	18.1
VI. Resident Instructor Personnel	10.7

## COMPARISON OF CURRENT SURVEY FINDINGS TO 1974 SURVEY

The results of this survey were compared to those of Occupational Survey Report AFPT 90-554-132, dated 1 May 1974. Generally the results of both surveys are very similar and appear to reflect a stable career ladder.

The clustering of jobs in both studies was almost identical both in terms of percentages of personnel and type of tasks performed in each cluster. Two small clusters were reported in the present study which did not appear in the 1974 study. These were the Supervisors and Managers (2%) and Resident Instructors (2%) groups. The Cost Accounting function was reported as a single cluster in this study but was identified as two separate clusters in the 1974 study (Cost Accounting Supervisors and Cost Accounting Specialists). This difference may be attributed to a larger number of tasks in the 1978 inventory, some minor changes in the way tasks are performed in the career ladder, and to a larger sample. Table 19 presents a comparison of the clusters identified in each study.

In summary, the data suggest a high degree of job structure similarity and barring major changes in the civil engineering structure, it is recommended that this ladder not be resurveyed in the near future.



TABLE 19

## COMPARISON OF JOB STRUCTURE IDENTIFIED IN THE STUDIES 1974 AND 1978

1974 <u>CLUSTERS</u>	1978 <u>CLUSTERS</u>
REAL PROPERTY SPECIALISTS (N=101, 30% OF SAMPLE)	REAL PROPERTY (N=230, 31% OF SAMPLE)
INDUSTRIAL ENGINEERING SPECIALISTS (N=22, 6% OF SAMPLES)	INDUSTRIAL ENGINEERING (N=49, 12% OF SAMPLE)
COST ACCOUNTING USING BEAMS WORKING SUPERVISOR (N=101, 30% OF SAMPLE)	COST ACCOUNTING (N=162, 39% OF SAMPLE)
COST ACCOUNTING USING BEAMS SPECIALISTS N=30, 9% OF SAMPLE)	
FUNDS MANAGEMENT SPECIALISTS (N=8, 2% OF SAMPLE)	FUNDS MANAGEMENT (N=12, 3% OF SAMPLE)
	SUPERVISORS AND MANAGERS (N=7, 2% OF SAMPLE)
	RESIDENT INSTRUCTORS (N=7, 2% OF SAMPLE)

APPENDIX A

TABLE 1.1  
SUMMARY OF DATA

GROUP ID NUMBER AND TITLE: GRP027, COST ACCOUNTING PERSONNEL

NUMBER IN GROUP: 162

PERCENT OF SAMPLE: 39%

LOCATION: CONUS (78%), OVERSEAS (22%), NOT REPORTED (-)

DAFSC DISTRIBUTION: 55430 (7%); 55450 (56%); 55470 (29%); 55490 (7%)

AVERAGE GRADE: 4.9

JOB DIFFICULTY INDEX: 11.7

AVERAGE TIME IN CAREER FIELD: 52 MONTHS

AVERAGE TIME IN SERVICE: 107 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 25%

AMOUNT OF SUPERVISION: 9% SUPERVISE ONE OR MORE SUBORDINATES

AVERAGE NUMBER OF TASKS PERFORMED: 44

GROUP DIFFERENTIATING TASKS:

TASKS

- G10 MAKE INQUIRIES INTO COST ACCOUNTING SUBSYSTEM FILES USING REMOTE  
TERMINALS
- E1 ASSIGN OR VERIFY COST ACCOUNT CODES
- E13 PERFORM CARDPUNCH OPERATIONS
- G11 PERFORM LABOR UPDATES USING REMOTE TERMINALS
- E18 RESEARCH AFM 300-4, DATA ELEMENTS AND CODES, FOR CHANGES TO COST  
ACCOUNT CODES

TIME SPENT ON DUTIES:

<u>DUTY</u>	<u>AVERAGE TIME SPENT BY ALL MEMBERS</u>
G PERFORM COST ACCOUNTING DUTIES USING BEAMS	40
E PERFORMING COST ACCOUNTING DUTIES COMMON TO ALL SYSTEMS	28
B DIRECTING AND IMPLEMENTING	12
C INSPECTING AND EVALUATING	5
D TRAINING	5

GROUP ID NUMBER AND TITLE: GRP010, REAL PROPERTY PERSONNEL

NUMBER IN GROUP: 130

PERCENT OF SAMPLE: 31%

LOCATION: CONUS (74%), OVERSEAS (26%), NOT REPORTED (-)

DAFSC DISTRIBUTION: 54430 (6%); 54450 (66%); 54470 (28%)

AVERAGE GRADE: 4.7

JOB DIFFICULTY INDEX: 14.0

AVERAGE TIME IN CAREER FIELD: 51 MONTHS

AVERAGE TIME IN SERVICE: 106 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 28%

AMOUNT OF SUPERVISION: 25% SUPERVISE ONE OR MORE SUBORDINATES

AVERAGE NUMBER OF TASKS PERFORMED: 67

GROUP DIFFERENTIATING TASKS:

TASKS

H25 INVENTORY REAL PROPERTY INSTALLED EQUIPMENT (RPIE)  
H24 INVENTORY BASE REAL PROPERTY FACILITIES  
H44 MAKE INQUIRIES INTO REAL PROPERTY SUBSYSTEM FILES USING REMOTE  
TERMINALS  
H2 ANALYZE COMPLETED WORK ORDERS TO DETERMINE CAPITALIZED VERSUS  
EXPENSED COSTS  
H58 PREPARE OR PROCESS REAL PROPERTY VOUCHER FORMS (AF FORM 1441)

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT  
BY ALL MEMBERS

H	PERFORMING REAL PROPERTY DUTIES	72
B	DIRECTING AND IMPLEMENTING	8
A	ORGANIZING AND PLANNING	4
C	INSPECTING AND EVALUATING	4

GROUP ID NUMBER AND TITLE: GRP104, SUPERVISORY AND MANAGEMENT PERSONNEL

NUMBER IN GROUP: 7

PERCENT OF SAMPLE: 2%

LOCATION: CONUS (71%), OVERSEAS (29%), NOT REPORTED (-)

DAFSC DISTRIBUTION: 55450 (14%); 55470 (86%)

AVERAGE GRADE: 6.7

JOB DIFFICULTY INDEX: 16.1

AVERAGE TIME IN CAREER FIELD: 98 MONTHS

AVERAGE TIME IN SERVICE: 234 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: NONE

AMOUNT OF SUPERVISION: 100% SUPERVISE ONE OR MORE SUBORDINATES

AVERAGE NUMBER OF TASKS PERFORMED: 71

GROUP DIFFERENTIATING TASKS:

TASKS

B3 COUNSEL PERSONNEL ON JOB ORIENTED PROBLEMS

C15 WRITE AIRMAN PERFORMANCE REPORTS (APR)

B23 SUPERVISE REAL ESTATE-COST-MANAGEMENT ANALYSIS SPECIALISTS  
(AFSC 55450)

B12 ESTABLISH OR IMPROVE SECTION WORK METHODS

B8 DIRECT OR IMPLEMENT COST ACCOUNTING OPERATIONS OR PROCEDURES

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT  
BY ALL MEMBERS

B DIRECTING AND IMPLEMENTING

28

A ORGANIZING AND PLANNING

20

D TRAINING

14

C INSPECTING AND EVALUATING

14

H PERFORMING REAL PROPERTY DUTIES

11

GROUP ID NUMBER AND TITLE: GRP014, INDUSTRIAL ENGINEERING PERSONNEL

NUMBER IN GROUP: 49

PERCENT OF SAMPLE: 12%

LOCATION: CONUS (69%), OVERSEAS (31%)

DAFSC DISTRIBUTION: 55430 (2%); 55450 (9%); 55470 (69%); 55490 (18%)

AVERAGE GRADE: 6.2

JOB DIFFICULTY INDEX: 15.7

AVERAGE TIME IN CAREER FIELD: 86 MONTHS

AVERAGE TIME IN SERVICE: 176 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 2%

AMOUNT OF SUPERVISION: 35% SUPERVISE ONE OR MORE SUBORDINATES

AVERAGE NUMBER OF TASKS PERFORMED: 49

GROUP DIFFERENTIATING TASKS:

TASKS

C3 EVALUATE BEAMS PRODUCTS

I46 GATHER, ORGANIZE, OR EVALUATE FACTS IN IE STUDIES

I52 PERFORM BLIS PROGRAMS

I75 PROCESS REQUESTS FOR BLIS PRODUCTS FOR IE OPERATIONS

B10 DIRECT OR IMPLEMENT INDUSTRIAL ENGINEERING (IE) ANALYSES

TIME SPENT ON DUTIES:

DUTY

AVERAGE TIME SPENT  
BY ALL MEMBERS

I PERFORMING INDUSTRIAL ENGINEERING (IE) DUTIES

61

B DIRECTING AND IMPLEMENTING

13

C INSPECTING AND EVALUATING

10

GROUP ID NUMBER AND TITLE: GRP125, FUNDS MANAGEMENT PERSONNEL

NUMBER IN GROUP: 12 PERCENT OF SAMPLE: 3%

LOCATION: CONUS (58%), OVERSEAS (42%), NOT REPORTED (-)

DAFSC DISTRIBUTION: 54450 (42%); 54470 (58%)

AVERAGE GRADE: 5.2 JOB DIFFICULTY INDEX: 18.1

AVERAGE TIME IN CAREER FIELD: 70 MONTHS

AVERAGE TIME IN SERVICE: 120 MONTHS

PERCENT MEMBERS IN FIRST ENLISTMENT: 17%

AMOUNT OF SUPERVISION: 25% SUPERVISE ONE OR MORE SUBORDINATES

AVERAGE NUMBER OF TASKS PERFORMED: 44

GROUP DIFFERENTIATING TASKS:

TASKS

J25 REVIEW ACTUAL AND PLANNED EXPENDITURES

J17 PREPARE CE FINANCIAL PLANS OR REVISIONS

J27 REVIEW SUPPLY DATA OUTPUTS FOR ADEQUACY AND ACCURACY

J8 ANALYZE QUARTERLY EXPENSE REPORTS TO DETERMINE FUNDS OR FUNDING REQUIREMENTS

J3 ANALYZE DAILY EXPENSE REPORTS TO DETERMINE FUNDS OR FUNDING REQUIREMENTS

TIME SPENT ON DUTIES:

<u>DUTY</u>	<u>AVERAGE TIME SPENT BY ALL MEMBERS</u>
J PERFORMING FUNDS MANAGEMENT DUTIES	60
A ORGANIZING AND PLANNING	11
B DIRECTING AND IMPLEMENTING	10
G PERFORM COST ACCOUNTING DUTIES USING BEAMS	5





APPENDIX B

TABLE I

TASKS PERFORMED BY 40 PERCENT OR MORE OF DAFSC 55450 PERSONNEL  
(N=205)

TASK	PERCENT MEMBERS PERFORMING
E13 PERFORM CARDPUNCH OPERATIONS	61
H27 MAINTAIN BUILDING CUSTODIAN FILES	52
G10 MAKE INQUIRIES INTO COST ACCOUNTING SUBSYSTEM FILES USING REMOTE TERMINALS	51
E1 ASSIGN OR VERIFY COST ACCOUNT CODES	50
B12 ESTABLISH OR IMPROVE SECTION WORK METHODS	45
H25 INVENTORY REAL PROPERTY INSTALLED EQUIPMENT (RPIE)	44
G11 PERFORM LABOR UPDATES USING REMOTE TERMINALS	45
G7 INPUT DAILY LABOR FOR ATA CENTERS	44
H24 INVENTORY BASE REAL PROPERTY FACILITIES	44
H25 INVENTORY REAL PROPERTY INSTALLED EQUIPMENT (RPIE)	44
G3 EDIT BCE DAILY WORK SCHEDULE FORMS (AF FORM 1734)	42

TABLE II

TASKS PERFORMED BY 40 PERCENT OR MORE OF 55470 PERSONNEL  
(N=158)

TASK	PERCENT MEMBERS PERFORMING
C3 EVALUATE BEAMS PRODUCTS	69
B18 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	69
B12 ESTABLISH OR IMPROVE SECTION WORK METHODS	56
B3 COUNSEL PERSONNEL ON JOB ORIENTED PROBLEMS	50
E18 RESEARCH AFM 300-4, DATA ELEMENTS AND CODES, FOR CHANGES TO COST ACCOUNT CODES	49
B16 IMPLEMENT SAFETY OR SECURITY PROCEDURES	46
B15 IMPLEMENT FOLLOW UP ACTIONS ON INSPECTION REPORTS	46
B7 DIRECT OR IMPLEMENT BEAMS PROGRAM OPERATIONS	45
C4 EVALUATE CHANGES TO DATA BASES	45
C11 EVALUATE INSPECTOR GENERAL (IG), AUDIT, OR GENERAL ACCOUNTING OFFICE REPORTS	44
B14 IMPLEMENT CORRECTIVE ACTIONS OR REPORTS OF AUDIT	43
B4 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR HUMAN RELATIONS	43
B10 DIRECT OR IMPLEMENT INDUSTRIAL ENGINEERING (IE) ANALYSES	42
A13 ESTABLISH OR UPDATE ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	41

TABLE III

TASKS PERFORMED BY 65 PERCENT OR MORE OF 55490 PERSONNEL  
(N=26)

TASK	PERCENT MEMBERS PERFORMING
B12 ESTABLISH OR IMPROVE SECTION WORK METHODS	85
B3 COUNSEL PERSONNEL ON JOB ORIENTED PROBLEMS	81
C15 WRITE AIRMAN PERFORMANCE REPORTS (APR)	77
B4 COUNSEL PERSONNEL ON PERSONAL PROBLEMS OR HUMAN RELATIONS	77
B2 CONDUCT STAFF MEETINGS OR MANAGEMENT REVIEW MEETINGS	77
C3 EVALUATE BEAMS PRODUCTS	77
B18 INTERPRET POLICIES, DIRECTIVES, OR PROCEDURES	73
A13 ESTABLISH OR UPDATE ORGANIZATIONAL POLICIES, OFFICE INSTRUCTIONS (OI), OR STANDING OPERATING PROCEDURES (SOP)	73
A15 PLAN OR PREPARE BRIEFINGS	69
B14 IMPLEMENT CORRECTIVE ACTIONS OR REPORTS OF AUDIT	69
B8 DIRECT OR IMPLEMENT COST ACCOUNTING OPERATIONS OR PROCEDURES	69
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